



# Little Hoover Commission

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## **Principles of Reorganization**

November 17, 2004

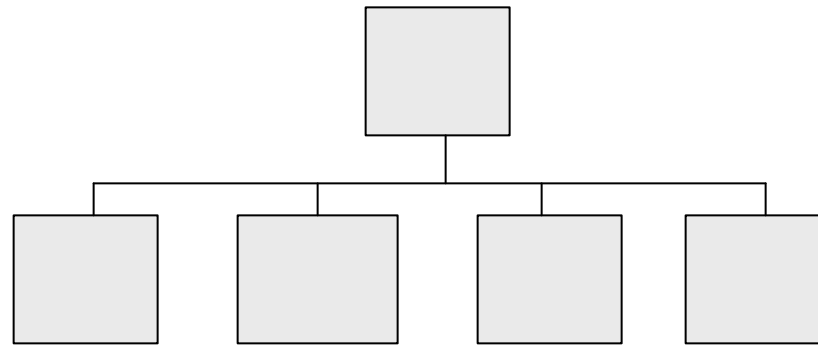


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# Traditional Human Services Reorganization

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- Top-Down: Upper level planning and decisions
- Focus on structures
- Driven by federal rules, funding streams



# State Reorganization Trends

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- **Focus on Accountability**
  - Results for citizens
  - Performance of agencies, programs
- **Decentralized Planning & Services**
  - State-local devolution: Rethinking roles
  - Bottom-up strategies
- **State Level Consolidation**
  - Centralized, streamlined administration
  - Fewer layers of bureaucracy
- **Focus on Building Partnerships**

# Result-Driven Organization





# Bottom-Up Strategies

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## Grassroots Decision-Making

- Citizen engagement
- Building local public/private partnerships
- Local flexibility: planning, fiscal strategies, services

## Service Delivery Improvement

- Investment in frontline workforce & supervisors
- Integrated service delivery: Single intake, comprehensive assessment, one-stop centers



# Rethinking State-Local Roles

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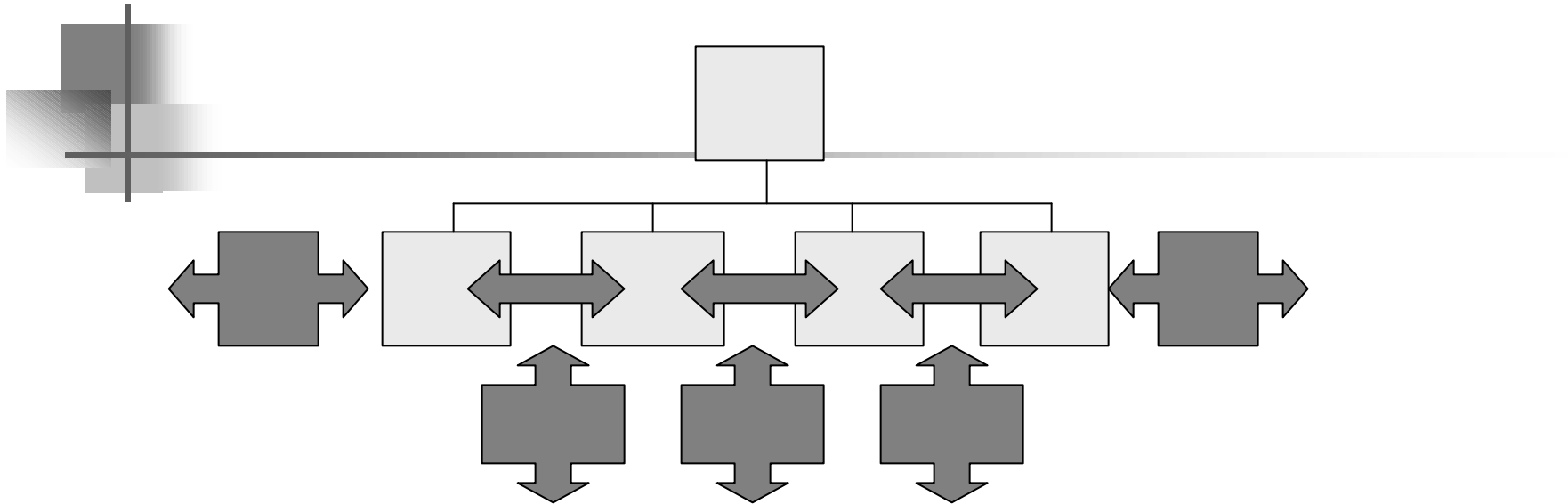
## County Roles

- Engaging Residents
  - Public-Private Partnerships
- Planning for Results
  - Local Assessment
  - Cross-System Strategies
- Integrating Service Delivery
- Building Community Capacity

## State Roles

- Convening & Negotiating
- Providing Flexibility
  - Barrier Busting
  - Flexible Funding
- Technical Assistance, Training & Support
- Monitoring Progress
  - Results for Residents
  - County & System Performance

# Focus on Collaboration



## Partnerships

- Cross-program, inter-agency, cross-system, cross-sector
- State-local, public-private partnerships
- Formal/ongoing & ad-hoc/temporary

## Strategies

- Focus on shared results
- Negotiated agreements
- Comprehensive plans
- Pooled resources
- Flexibility with accountability



# Emerging Structures

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- **Centralized Administrative Offices**
- **Oversight & Improvement Entities**
  - Monitor results for citizens
  - Monitor agency, system performance
  - Foster continuous improvement & innovation
- **Legislative Committees, Other Structures**
  - Monitor reorganization
  - Coordinate budget & policy processes
  - Focus on results, performance





# Lessons Learned

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- ◆ Focus on results & performance. Structures play a supporting role.
- ◆ Recognize short term costs. Invest in long term savings.
- ◆ Negotiate strong partnerships: State-county, interagency, public-private.
- ◆ Build capacity to achieve results: Workforce, data, financing strategies, accountability.



# For More Information:

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